

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

Hampton Roads, Virginia Chapter

1990, 1992, 1993 & 1998 Newsletter Award Recipient

*To Advance the Science, Processes
and Art of Public Administration*

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Wanted: Hampton Roads Chapter of ASPA Official Photographer – This job requires only a desire to take pictures of beautiful people in tasteful settings, doing delightful things at the ASPA meetings. Equipment needed is a camera and your own discerning eye for a snapshot. ASPA will pay for the film and developing. How can you resist?

Call now, 683-3961 (Wolfgang Pindur) or 460-2261 (Joyce Heffington) and volunteer your services as the official HR ASPA photographer!

Professional Development Day "Connecting With Our Public Constituencies – Strategies for Involvement"

Featured Speakers Include

George E. Wallace, Hampton City Manager
Dr. James V. Koch, President, ODU
Chief of Police Dennis Mook, Newport News
And more.....

Featured Topics Include

Gaining Support for Complex Projects (featuring
panel from Newport News Waterworks)
Strategies to Connect with the Public
Managing the Media
And more...

THURSDAY, MARCH 8, 2001

Quality Inn & Suites and Conference Center
1809 W. Mercury Blvd., Hampton, VA
(757) 838-5011

Cost

Register by 2/23: \$50
After 2/23: \$55

Full Time Student Rate

Register by 2/23: \$40
After 2/23: \$45

No shows will be billed!

For more information contact
Dr. Peter Carlson, PDD Committee Chair
(757) 594-7874
pcarlson@cnu.edu

PRESIDENT'S MESSAGE

It has been an extremely successful year for our local chapter so far and it's not over yet! Our November and January luncheon programs featured Dr. Leonard Ruchelman, Professor of Urban Studies and Public Administration at Old Dominion University and John Carlock, Deputy Executive Director of Physical Planning, Hampton Roads Planning District Commission, respectively.

Dr. Ruchelman discussed technology and its role in the development of urban form. In particular, Dr. Ruchelman addressed the ways in which Hampton Roads cities are being impacted by sweeping innovations in technology. This program coincided with the recent release of Dr. Ruchelman's book entitled *Cities in the Third Wave: The Technological Transformation of Urban America*.

A summary of John Carlock's presentation on new wetlands regulations can be found later in this newsletter.

Our final two events will be Professional Development Day, which takes place on March 8th (details are in this newsletter) and the always popular and well-attended Annual Awards Luncheon on May 17th. Nomination and general luncheon information will be released soon, so start thinking now about submitting a nomination!

As always, invite someone from your agency to join us at our luncheons and continue to encourage ASPA membership among your peers. We also encourage our members to volunteer to serve on one of our committees (e.g. Professional Development Day, Awards, Newsletter, etc.) Please talk to any member of the ASPA Hampton Roads Chapter leadership for more information. I look forward to seeing everyone at Professional Development Day!

Sincerely,

Dr. Wolfgang Pindur
President, ASPA Hampton Roads Chapter

HAMPTON ROADS CHAPTER LEADERSHIP

Chapter Officers

President: Dr. Wolfgang Pindur	683-5695
President Elect: Joyce Heffington	460-7026
Treasurer: Leslie Beauregard	727-6377
Secretary: Brian DeProfo	727-6392
Past President: Earl Fraley	823-1073

Chapter Council

Dr. William Leavitt	683-5826
Terry Moore	833-1750
Earl Sorey	393-8594
David Gist	420-8300
Sylvia Hill	426-5754
Jerry Hoddinott	382-6356
Dr. Berhanu Mengistu	683-5130

Student Rep: David Freeman	664-4670
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Local Chapter COMPA President

Landis Faulcon	624-8650
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CHAPTER ELECTION NEWS

It is time to start thinking about local chapter office nominations for 2001-2002. Each year the membership elects a graduate student representative, council members and a president-elect. If anyone would like to run for any of these offices or would like to nominate someone, please call or e-mail our President-Elect, Joyce Heffington, at 460-7026 or jheffington@hrs.dst.va.us by **March 7, 2001**. Nominations will also be taken on the floor at Professional Development Day. Ballots will be mailed out after March 8, 2001, and the results of the election will be announced at our Awards Luncheon.

MEMBERSHIP NEWS

The fastest and easiest way to join ASPA or renew your annual membership is by using the online forms on our national headquarters web

page located at www.aspanet.org. On the menu listing down the left side of the home page, select either "Join ASPA Online" or "Renew Your Membership." You can pay by credit card and submit the form online - or you can print the form and mail it in with a check. The renewal form asks for your membership number, which can be found on your PAR or PA Times label, or by contacting David Gist at 366-4372, email: dgist@hrpdc.org.

If you select "Membership Information" from the home page menu, you get a handy 2-page blurb on ASPA membership that makes a good handout for any friends who might be interested in learning more about our organization. Or, if you want to go all the way, click the hyperlink on the Membership Information page to get the official membership brochure in PDF (Adobe Acrobat) format. This document is suitable for printing and folding into a tri-fold brochure we all know and love – and it includes the standard (not online) membership application form. You can find this same application form as a separate PDF document in the "Chapter Toolbox," which is accessible through the "Chapter/Sections" menu selection on the home page.

NEWS ABOUT THE NEWSLETTER

Often we do not appreciate the difficulty of someone else's job until we have to do it. This is the case with the newsletter. For a number of years, Chris Price has had the responsibility of writing articles, editing and overseeing the printing and distribution of our local Chapter newsletter. We really appreciate the good job Chris has done and all of the hard work he has put in. However, due to the demands of the newsletter and those of his real job, Chris had to make a choice. Since income from the newsletter would not pay the bills (Chris did this job without any compensation), he had to resign from the position of Newsletter Editor.

The council has decided that this will be the last printed distribution of the newsletter to all of our membership. Don't worry, though. Our Webmistress, Leslie Beauregard, has graciously

agreed to put our all new e-newsletter on our local website:

<http://www.hampton.va.us/budget/aspa/>

Those of you who do not have Internet access will still receive a printed copy of the newsletter. If you do not have Internet access, please let Leslie know your name, fax number, and mailing address and she will make sure you too receive the newsletter. You can fax Leslie at 728-3500, e-mail her at lbeaureg@city.hampton.va.us, or call her at 727-6377. Our first e- newsletter will be the April 2001 edition.

As always, the newsletter will be a combination of articles by various members of our chapter. The president will have a column, along with columns about various events that have occurred or that are coming up. But we would also like to run articles about various topics related to Public Administration. This covers a broad area, folks. So if there is a topic near and dear to your heart, please write an article and send it to Leslie. We hope you will enjoy the new format. If you have any suggestions, please let us know.

EVENTS CALENDAR

The following events are scheduled for the remainder of the ASPA year.

March 8, 2001

Professional Development Day

Location

Quality Inn & Suites and Conference Center
Hampton, VA

Speakers and Topics:

See enclosed flyer

Contact

Dr. Peter Carlson, Committee Chair
pcarlson@cnu.edu
(757) 594-7874

May 17, 2001

Annual Awards Luncheon

Speaker:
TBA

Location:
Christopher Newport University
Alumni Room

Contact:
Sylvia Hill, Committee Chair
shill@city.virginia-beach.va.us
(757) 426-5754

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Please mark your calendar and plan on attending each of these informative Chapter events.

We will soon begin planning events for 2001-2002 and we want your ideas! Please contact a Council member if you have an idea for a future program!

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**NEW WETLANDS
REGULATIONS**

This is a summary of the January 18th luncheon presentation by John Carlock, Deputy Executive Director of Physical Planning, HRPDC.

The Hampton Roads Chapter of ASPA was privileged to hear from John Carlock at our January 18, 2001 luncheon on what the new wetlands regulations mean for Hampton Roads. Mr. Carlock is the Deputy Executive Director of Physical Planning for the Hampton Roads Planning District Commission. He has also been actively involved with a technical advisory committee that has been assisting the regulatory agency draft these new regulations.

John presented a short summary of what was happening and what to expect. There are three

new regulatory initiatives that affect Hampton Roads. The first is Nationwide Permits, which went into effect June 7, 2000. The Second is SB 582 passed in the 1999 session of the Virginia General Assembly that had two effective dates, July 1, 1999 and July 1, 2002. Third is HB 1170/SB648 passed in the 2000 session of the Virginia General Assembly that had two effective dates, July 1, 2000 and October 1, 2001.

The last provides for the drafting of new regulations for wetland permitting. The public comment period for these proposed regulations was supposed to be January – March, 2001. Due to delays it probably won't start until March. John did a good job of informing us on the effects of these proposed regulations on both public and private entities. If you would like more information on these regulations, please contact Mr. Carlock at the Hampton Roads Planning District Commission.

PDD UPDATE

(Professional Development Day)

Mark Thursday, March 8th in your electronic calendar and plan to spend the day with your ASPA friends and colleagues! The 2001 Professional Development Day program is being finalized and will offer an exceptionally informative lineup of speakers throughout the day.

Organized around the theme of "Connecting With Our Public Constituencies – Strategies for Involvement," the agenda has been designed to present varied local and national strategies by organizations that have had to deal with public challenges. Each speaker will outline the specific issues with which he or she has had to work, and present the chief features of how they have attempted to solve the concerns of the public.

A panel from Newport News Waterworks will discuss the yet-to-be-resolved problems associated with new water resource development in Newport News. This issue has created much debate by many interested groups in this area and this discussion should be very

interesting.

John Vanyur, formerly the Warden of the Federal Detention Center in Philadelphia, PA, was assigned to activate this new federal prison that was built in the heart of historic Philadelphia. Many local citizens voiced significant concern about this new penal facility and Dr. Vanyur will highlight the critical strategies he utilized to turn citizen concern into positive regard and supportive media attention.

The afternoon sessions will highlight several important aspects of dealing with the public and we will be honored with several outstanding leaders to present their ideas and strategies for responding to and shaping public opinion. Our speakers include President James V. Koch of Old Dominion University, State Senator Fred Quayle, Newport News Police Chief Dennis Mook, and Public Relations Director for the City of Hampton Ed Novi.

The ASPA members and guests will be greeted with an opening welcome by Hampton City Manager George Wallace.

Join us for an informative and stimulating event! A registration flyer is enclosed in this newsletter.

TREASURER'S MINUTE

The Hampton Roads Chapter of ASPA is a non-profit organization. Our revenue comes from several sources: membership dues rebates received from National ASPA, fees from luncheons and Professional Development Day and interest on bank accounts and bonds. While the Chapter's treasury is healthy, it grows slowly because historically we break even at most of our events. This is due to the fact that we like to keep costs down for our members. In addition, we are always exploring ways to enhance our revenue and therefore, expand what we can offer to our members while at the same time, keeping costs low.

One of the ways that we can keep your costs low is to strictly enforce the **"No shows will be**

billed" policy. If you register in advance for a luncheon or other chapter event, but do not attend and pay, you will receive a bill from us requesting the amount owed. We hope that you will cooperate, respect this policy and promptly pay the bill.

Any questions about this policy can be directed to Leslie Beauregard, Chapter Treasurer, 727-6377 or lbeaureq@city.hampton.va.us.

LIGHTING THE LAMP

The Hampton Roads Sanitation District (HRSD) is a regional wastewater utility located in Southeast Virginia. It is state-chartered and reports to commissioners appointed by the Governor. In its sixty year history, HRSD has a long and glowing record of technical achievements. Most of these achievements were produced through a pervasive "top down" style of management.

In an environment becoming increasingly competitive, the organization saw the need to involve more of its 700 employees in the fabric of HRSD's creativity and decision making. A cross functional team was formed to create and implement a program designed to teach supervisors and leaders the basic human relations skills needed to empower the entire organization. This team, known as the LAMPlighters, worked for two years to produce the LAMP (Leadership and Management Program). HRSD established a partnership with one of its "customers", the City of Virginia Beach, to have two of its trainers from the Human Resources Department, Ron McLemore and Sarah Ray, teach LAMP to approximately 200 HRSD supervisors. To obtain "buy-in", the training began with a "pilot" class of senior managers in October 1998. After that, LAMP was off and running, leading to week long classes of approximately twenty-four students each. Participants were drawn from all HRSD departments.

The LAMPlighters had designed the course to be based largely on the best selling Stephen Covey

book, "Seven Habits of Highly Effective People". Sarah was a certified instructor of the seven habits, which include emphasis on pro-activity in problem solving, effective listening skills, a way of improving organizational skills through the idea of "beginning with the end in mind", even an emphasis on physical, mental and spiritual renewal meant to prevent burnout. In addition, the Myers-Briggs Type Indicator (MBTI) is used. MBTI is a personality profile, which reveals natural preferences people have, and helps to explain why each of us looks at many things differently.

LAMP students take a short test prior to class and return it to Sarah for a determination of "type". MBTI results are made available to participants in confidence and they are free to decide whether to share them. After a humorous and very educational look at the various "types", nearly all are willing to join in the discussion, knowing the goal is better understanding of others and ourselves.

The Blanchard Situational Leadership II model helps supervisors match the approaches they take with their employees to the developmental level of those employees. HRSD-specific case studies, developed by the Lamplighters in concert with the instructors, help to illustrate course concepts and tie the program together. Work is done in small groups, with a chance to meet and work closely with people from all areas of the organization.

In addition, there is some lecture, open discussion of ideas and concepts and opportunity for course evaluation and feedback on a daily basis. There is a formal graduation at the end of the week, with a cake, certificates of achievement, class photos, which are posted on HRSD's intranet site or published in the quarterly newsletter. Department directors and senior management are encouraged to attend the graduation ceremony; General Manager, Mr. Donnie Wheeler provides remarks at the graduation. Each graduate has an opportunity to select one of the principles learned during the week and indicate how he or she will apply it. Graduates are required to work on an "action" plan after they leave LAMP, again with the

emphasis on direct application of the ideas learned to the job. At one point during the week, usually toward the end when applications are discussed, one or two past graduates speak to the class about applications they have made on the job or in their lives in general.

The impact of this training thus far has been dramatic. Both LAMP graduates and their employees seem to be happier with their work environment. Although it is hard to quantify gains made, the training has begun to have an impressive effect not only on the process of accomplishing work but also on the overall productivity of the organization. One of the benefits seen very soon has been a reduction in employee turnover and a consequent reduction in the costs of hiring and training new employees.

In LAMP, supervisors are taught how to lead others toward the accomplishment of organizational goals and to work in accordance with the organization's values. Part of this process involves each leader looking at him or herself and at employees as part of a team. Through the application of the Myers-Briggs Type Indicator, the Blanchard Situational Leadership model and HRSD-specific case studies, leaders understand the differences in people and learn to see these differences as strengths in the workplace. The immediate effect of the training on the attendees can be seen through some of the comments made, both written and verbal, at the end of the week-long program: "In both my personal and professional life, the Seven Habits will serve me well!", "Getting familiar with and using the different type indicators helps me understand why people are the way they are, and gives me ways to work more effectively with all.", "LAMP has given me lots of good ideas on dealing with people and situations", and perhaps the comment heard most often: "Great job, Sarah and Ron!". A significant benefit to LAMP is that HRSD has shown a willingness to reach out to its neighbors and work in harmony with them. Partnering with Virginia Beach has also saved money for all of HRSD's rate payers.

At the current time, plans are in progress to offer

the LAMP concepts to newly hired or promoted supervisors as the need develops. Further, we are considering teaching some of the principles involved to non-supervisors as well. LAMP teaches that in any given situation, anyone can assume a leadership role. As the concepts presented in LAMP take effect, the potential of all employees is being unleashed, making a great organization into a consistently excellent one.

515 Back Creek Road

For more information contact:

Dennis J. Shaw
Plant Manager
York River Treatment Plant
Seaford, VA 23696

REQUEST FOR SUBMISSIONS

The ASPA newsletter staff is always looking for contributions from our members.

Our goal is to provide timely and informative information of benefit to public administration practitioners and students. In each issue, we focus on the general topic to be discussed in the next luncheon forum. Please look at the schedule of events found on page three of this newsletter and, if possible, prepare an article or submit an idea for the next newsletter. Thank you.

Please submit articles to Leslie Beauregard at lbeaureg@city.hampton.va.us; fax: 728-3500

Future e-newsletter editions and article due dates for the remainder of 2001:

April 2001	Articles due: March 16 th
June 2001	Articles due: May 18 th
August 2001	Articles due: July 20 th
October 2001	Articles due: September 14 th
December 2001	Articles due: November 16 th

Leslie Beauregard
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